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Agenda item 127

Human resources management**Report of the Fifth Committee**

Rapporteur: Mr. Fouad **Rajeh** (Saudi Arabia)

I. Introduction

1. At its 2nd plenary meeting, on 19 September 2003, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its fifty-eighth session the item entitled "Human resources management" and to allocate it to the Fifth Committee.

2. The Fifth Committee considered the item at its 32nd, 35th, 38th and 39th meetings, on 15, 19 and 25 March and 2 April 2004. Statements and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records (A/C.5/58/SR.32, 35, 38 and 39).

3. For its consideration of the item, the Committee had before it the following documents:

(a) Report of the Secretary-General on the composition of the Secretariat (A/58/666);

(b) Report of the Secretary-General on the list of staff of the United Nations Secretariat (A/C.5/58/L.13);

(c) Report of the Secretary-General on amendments to the Staff Rules (A/58/283);

(d) Note by the Secretary-General transmitting the report of the Office of Internal Oversight Services on possible discrimination due to nationality, race, sex, religion and language in recruitment, promotion and placement (A/56/956) and the comments of the Joint Inspection Unit thereon (A/56/956/Add.1).



II. Consideration of draft resolution A/C.5/58/L.64

4. At the 39th meeting, on 2 April, the Committee had before it a draft resolution entitled "Human resources management" (A/C.5/58/L.64), which was submitted by the Chairman on the basis of informal consultations coordinated by the representative of Ghana.
5. At the same meeting, before the adoption of the draft resolution, a statement was made by the representative of the Syrian Arab Republic. The representative of Ireland (on behalf of the States Members of the United Nations that are members of the European Union) corrected the French version of the draft resolution.
6. Also at the same meeting, the Committee adopted draft resolution A/C.5/58/L.64 without a vote (see para. 9).
7. After the adoption of the draft resolution, statements in explanation of position were made by the representatives of Ireland (on behalf of the States Members of the United Nations that are members of the European Union, as well as Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Serbia and Montenegro, Slovakia, Slovenia and the former Yugoslav Republic of Macedonia and the European Free Trade Association countries members of the European Economic Area, Iceland, Liechtenstein and Norway), Canada (also on behalf of Australia and New Zealand), Brazil (also on behalf of Argentina, Bolivia, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru, Uruguay and Venezuela), Kenya, the United States of America, Tunisia, Pakistan, Qatar, the Bahamas, Jordan, the United Republic of Tanzania, Nepal, Nigeria, Venezuela, Egypt and the Syrian Arab Republic.
8. The Assistant Secretary-General for Human Resources Management also made a statement.

III. Recommendation of the Fifth Committee

9. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Human resources management

The General Assembly,

Reaffirming the Charter of the United Nations, in particular articles 101 and 97,

Reaffirming also the Staff Regulations and Rules of the United Nations,

Reaffirming further the prerogative of Member States to supplement or amend the Staff Regulations, in accordance with regulation 12.1,

Reaffirming that the Secretary-General, as the Chief Administrative Officer of the Organization, shall provide and enforce staff rules consistent with the broad principles of personnel policy for the staffing and administration of the Secretariat,

Reaffirming also that all provisional rules and/or amendments to the Staff Rules should be consistent with the intent and purposes of the Staff Regulations and should be reported to the General Assembly in accordance with regulation 12.3,

1. *Notes* the practice in the Organization of determining personal status for the purpose of entitlements as are set out in the Staff Regulations and Rules of the United Nations by reference to the law of nationality of the staff member concerned;

2. *Invites* the Secretary-General to reissue Secretary-General's bulletin ST/SGB/2004/4 after reviewing its contents, taking into account the views and concerns expressed by Member States thereon;¹

3. *Notes* the absence of the terms referred to in paragraph 4 of the bulletin in the context of the existing Staff Regulations and Rules, and decides that the inclusion of those terms shall require the consideration of and necessary action by the General Assembly.

¹ See A/C.5/58/SR.32, 35, 38 and 39.



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Joint Inspection Unit

Report of the Fifth Committee

Rapporteur: Mr. Fouad **Rajeh** (Saudi Arabia)

I. Introduction

1. At its 2nd plenary meeting, on 19 September 2003, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its fifty-eighth session the item entitled "Joint Inspection Unit" and to allocate it to the Fifth Committee.

2. The Fifth Committee considered the item at its 2nd, 25th, 31st and 39th meetings, on 7 October and 4 December 2003 and 10 March and 2 April 2004. Statements and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records (A/C.5/58/SR.2, 25, 31 and 39).

3. For its consideration of the item, the Committee had before it the following documents:

(a) Report of the Joint Inspection Unit for the period from 1 January to 31 December 2002;¹

(b) Report of the Secretary-General on the implementation of the recommendations of the Joint Inspection Unit (A/58/220);

(c) Note by the Secretary-General transmitting the programme of work of the Joint Inspection Unit for 2003 (A/58/64);

(d) Note by the Secretary-General transmitting the preliminary listing of reports for potential inclusion in the programme of work of the Joint Inspection Unit for 2004 and beyond (A/58/291);

¹ Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 34 (A/58/34).



(e) Note by the Secretary-General transmitting the report of the Joint Inspection Unit on the preliminary review of its statute and working methods (A/58/343);

(f) Note by the Secretary-General transmitting the report of the Joint Inspection Unit on the in-depth review of its statute and working methods (A/58/343/Add.1 and 2).

II. Consideration of draft resolution A/C.5/58/L.62

4. At the 39th meeting, on 2 April 2004, the Committee had before it a draft resolution entitled "Joint Inspection Unit" (A/C.5/58/L.62), which was submitted by the Chairman on the basis of informal consultations coordinated by the representative of South Africa.

5. At the same meeting, the Committee adopted draft resolution A/C.5/58/L.62 without a vote (see para. 6).

III. Recommendation of the Fifth Committee

6. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Joint Inspection Unit

The General Assembly,

Reaffirming its previous resolutions on the Joint Inspection Unit, in particular resolutions 50/233 of 7 June 1996, 54/16 of 29 October 1999, 55/230 of 23 December 2000, 56/245 of 24 December 2001 and 57/284 of 20 December 2002,

Having considered the report of the Joint Inspection Unit for 2002,¹ the note by the Secretary-General transmitting the programme of work of the Unit for 2003,² the note by the Secretary-General transmitting the preliminary listing of reports for potential inclusion in the programme of work of the Unit for 2004 and beyond,³ the report of the Secretary-General on the implementation of the recommendations of the Unit,⁴ the note by the Secretary-General transmitting the report of the Unit on the preliminary review of its statute and working methods⁵ and notes by the Secretary-General transmitting the reports of the Unit on the in-depth review of its statute and working methods,⁶

1. *Takes note with appreciation* of the report of the Joint Inspection Unit for 2002;¹
2. *Takes note* of the note by the Secretary-General transmitting the programme of work of the Unit for 2003;²
3. *Also takes note* of the note by the Secretary-General transmitting the preliminary listing of reports for potential inclusion in the programme of work of the Unit for 2004 and beyond;³
4. *Further takes note* of the report of the Secretary-General on the implementation of the recommendations of the Unit;⁴
5. *Takes note with appreciation* of the active contribution of the Joint Inspection Unit to the review of its statute and working methods;^{5,6}
6. *Welcomes* the internal reform process undertaken by the Unit, including its strategic framework and its internal working procedures, and urges the Unit to continue these efforts;
7. *Requests* the secretariats of the United Nations and all participating organizations to facilitate the work of the Unit, including in particular through offering full access to all information, as required by the Unit;

¹ Official Records of the General Assembly, Fifty-eighth Session Supplement No. 34 (A/58/34).

² A/58/64.

³ A/58/291.

⁴ A/58/220.

⁵ A/58/343.

⁶ A/58/343/Add.1 and 2.

8. *Reiterates once again* its request to the executive heads of the participating organizations that have not yet done so to take the steps necessary to facilitate the consideration of and action on the system of follow-up to the reports of the Unit, and invites the legislative organs concerned to consider the system and take action in that regard;

9. *Decides* to revert to the issue of the reform of the Joint Inspection Unit at its fifty-ninth session.



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Agenda items 131 and 132

Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994

Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991

Report of the Fifth Committee

Rapporteur: Mr. Fouad Rajeh (Saudi Arabia)

I. Introduction

1. The previous recommendations made by the Fifth Committee to the General Assembly under agenda items 131 and 132 appear in the reports of the Committee contained in documents A/58/579 and A/58/580, respectively.
2. The Fifth Committee resumed its consideration of the items at its 31st and 39th meetings, on 10 March and 2 April 2004. Statements and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records (A/C.5/58/SR.31 and 39).
3. For its further consideration of the items, the Committee had before it a note by the Secretary-General transmitting the report of the Office of Internal Oversight Services on the review of the Office of the Prosecutor at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia (A/58/677).



II. Consideration of draft resolution A/C.5/58/L. 60

4. At its 39th meeting, on 2 April, the Committee had before it a draft resolution entitled "Review of the Office of the Prosecutor at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia" (A/C.5/58/L.60), which was submitted by the Chairman on the basis of informal consultations coordinated by the representative of Australia.

5. At the same meeting, the Committee adopted draft resolution A/C.5/58/L.60 without a vote (see para. 6).

III. Recommendation of the Fifth Committee

6. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolution:

Review of the Office of the Prosecutor at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia

The General Assembly,

Recalling its resolutions 48/218 B of 29 July 1994 and 54/244 of 23 December 1999,

Recalling also its resolutions 57/289 of 20 December 2002 and 58/253 and 58/255 of 23 December 2003,

Having considered the report of the Office of Internal Oversight Services on the review of the Office of the Prosecutor at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia,¹

Takes note of the report of the Office of Internal Oversight Services on the review of the Office of the Prosecutor at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia.¹

¹ See A/58/677.

**General Assembly**

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**Administrative and budgetary aspects of the financing of
the United Nations peacekeeping operations****Training policy and evaluation system of the Department
of Peacekeeping Operations****Report of the Secretary-General****Summary*

Pursuant to General Assembly resolutions 57/290 B of 18 June 2003 and 56/293 of 27 June 2002, the Secretary-General submits the present report on the training policy of the Department of Peacekeeping Operations, including training monitoring and evaluation methods.

The report outlines the development of the Department's training policy. The objectives of the policy reflect the need to ensure that peacekeeping personnel are equipped to meet the evolving challenges and demands of United Nations peacekeeping. The integrated approach to training is directed towards achieving the strategic goals and priorities of the Department and missions, and includes targeted programmes tailored to meet the substantive and operational requirements. These will include standard training to reflect the requirements of all personnel as well as specific training for the skills and competencies required of the different categories of personnel and professional groups. Principles to guide the application of the policy and strategic priorities for its implementation and systems being established for training monitoring and evaluation are set out in the present report.

* The delay in submission was due to the need to review the Department's approach to training to address the rapidly evolving demands on United Nations peacekeeping and peacekeepers.



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I. Introduction

1. In paragraph 14 of its resolution 57/290 B of 18 June 2003, the General Assembly requested the Secretary-General to report on the training policy of the Department of Peacekeeping Operations for military personnel, civilian police and civilian staff, considering paragraphs 127 to 133 of the report of the Advisory Committee on Administrative and Budgetary Questions of 4 April 2003 (A/57/772), and to report thereon to the General Assembly at its resumed fifty-eighth session.

2. In paragraph 18 of its resolution 56/293 of 27 June 2002, the General Assembly requested the Secretary-General to report on the development of a methodology and monitoring system to evaluate the results of training in peacekeeping and related areas, as recommended in paragraph 30 of the report of the Advisory Committee on Administrative and Budgetary Questions of 9 May 2002 (A/56/941).

3. The present report has been prepared as an interim response to those requests. It describes the efforts undertaken thus far within the Department of Peacekeeping Operations to develop an integrated training policy and strategy that will set overall standards to be met at each of the stages of recruitment, deployment/orientation and career development for all categories of personnel serving in peacekeeping operations; that is, military, civilian police and civilian personnel. In so doing, the policy will reflect both those requirements common to all categories of personnel as well as the specific skills and competencies required of each. The present report outlines the principles that will underpin the training policy and sets out the framework and orientation for the strategies and substantive development of integrated training programmes for peacekeeping personnel. The Department of Peacekeeping Operations will provide an elaborated policy directive, following consultation with Member States, troop- and police-contributing countries and other stakeholders, to specify those training requirements that should form the foundation of an integrated training policy for the Department's operations in the field.

II. Training policy of the Department of Peacekeeping Operations

A. Objectives and priorities

4. The overall objective of the training policy of the Department of Peacekeeping Operations is to ensure that peacekeeping personnel are qualified to meet the evolving challenges of peacekeeping operations. In this context, the training policy, now being developed, will establish benchmarks and certifications for the skills and competencies required of military, civilian police and civilian personnel at three different stages: recruitment; orientation/deployment; and career development. Strategies and substantive programme development will be established to meet both the standard requirements for all categories (that is, substantive and operational guidance geared to the specifics of working and communicating in the United Nations environment, in particular in peacekeeping operations) as well as specific professional requirements. The policy will further delineate the roles and responsibilities of all those engaged in training, including those of: Member States, in ensuring that military and civilian police personnel meet the stipulated

deployment and pre-deployment requirements and training; and the Organization itself, in recruiting individuals that meet the skills and competency requirements of specific positions and for offering targeted training to assist staff in developing their knowledge and skills to meet both the identified operational needs of the Organization and the legitimate career development goals of individual staff.

5. To that end, the specific objectives of the training policy will be to ensure that United Nations peacekeeping personnel, both uniformed and civilian, are able to:

- (a) Effectively perform their individual and collective functions;
- (b) Operate effectively within the modern multidimensional peacekeeping environment, understanding the roles and functions of their peacekeeping colleagues (both United Nations and non-United Nations), and integrate their operations with other field missions or Headquarters components;
- (c) Operate in hardship locations and missions during all phases of peace operations;
- (d) Demonstrate the core values and competencies of the United Nations, understand and respect the roles and responsibilities of United Nations personnel and abide by the Organization's rules and regulations.

6. These training objectives will support the Department's cross-cutting strategic principles, reviewed annually, which currently include:

- (a) Continuing to reform the management culture of the Department;
- (b) Strengthening peacekeeping partnerships within the United Nations system as well as with Member States, regional organizations, international financial institutions, non-governmental organizations and others;
- (c) Consolidating rapid deployment capability for peacekeeping and related operations;
- (d) Continuing to strengthen the headquarters/field relationship.

7. The scope of this policy covers the following categories of peacekeeping personnel, including:

- (a) Personnel from the headquarters of the Department (civilian, military and civilian police);
- (b) Civilian staff in field missions;
- (c) Military personnel in field missions;
- (d) Civilian police personnel in field missions.

8. While these groups have many distinct training needs, their combined skills and knowledge are required for the successful conduct of peacekeeping operations and the implementation of peacekeeping mandates. It is essential that they learn to work together and communicate in the United Nations environment. An integrated approach to training, ensuring optimal use of resources, is therefore being applied, with activities directed towards the achievement of the Department's strategic goals, priorities and mission mandates. The approach will require that each area provide its expertise to the planning, development and implementation of training programmes on cross-cutting issues. It will also ensure that tailored training for different

categories of personnel at Headquarters and in each peacekeeping operation is coordinated and mutually reinforcing. In addition to developing required skills, integrated training will seek to promote a greater understanding of the roles undertaken by each category of personnel, both in the field missions and at Headquarters.

9. The priority of the training policy is to deliver substantive and operational training to provide guidance geared to the specifics of working and communicating in the United Nations environment, in particular in peacekeeping operations. This will include standardized training in such areas as: security and safety; code of conduct; human rights; gender; women and children in armed conflict; and HIV/AIDS awareness. Standard courses will be provided on other cross-cutting issues, such as leadership and management, tailored to the different levels of personnel and the work they are to lead or manage.

10. Specifically targeted training will be provided to prepare staff and personnel from contributing Member States to: meet the evolving substantive and operational demands of peacekeeping missions in their areas of expertise; increase operational capabilities and efficiencies; and systematically employ lessons learned and best practices in their work.

Military personnel

11. The strategic training priorities for military personnel are to:

(a) Develop and disseminate standardized courses and modules for recognized training by Member States and regional organizations, building on the combined knowledge of Member States and various peacekeeping training organizations;

(b) Support the training of emerging troop-contributing countries and assist them in gaining recognition for their peacekeeping training institutions and programmes that meet specified standards;

(c) Support mission training needs, including training for the rapid deployment of mission headquarters staff, mission training cells, pre-deployment training for contingents and United Nations military observers;

(d) Share information on issues related to peacekeeping training through access to databases, web sites and training publications.

Civilian police personnel

12. The strategic training priorities for civilian police personnel are to:

(a) Ensure the deployment of appropriately trained and culturally sensitive police officers through training undertaken in Member States and in peacekeeping missions;

(b) Enhance peacekeeping capacity and develop capabilities in Member States as well as in peacekeeping missions;

(c) Widen the base of officers available from current police-contributing countries as well as increasing the number of police-contributing countries;

(d) Enhance the selection capacity of Member States to enable them to select the right profile for police officers for specific missions;

(e) Develop policy and procedures for the conduct of visits of Selection Assistance Teams to Member States;

(f) Develop partnerships and networks of civilian police experts to facilitate training and recruitment of qualified personnel.

Civilian personnel

13. The strategic training priorities for civilian personnel both at Headquarters and in peacekeeping operations are to:

(a) Provide training in leadership, management, planning and other core values and competencies in order to build the capacity of current leaders and managers and prepare the next generation for varied assignments;

(b) Develop substantive and skills training directly related to mission functions and those functions within Headquarters that support missions;

(c) Provide professional and technical training to support the introduction of new equipment, technologies, doctrine and practices and standard operating procedures.

B. Integration and coordination

14. A Training Advisory Group was established in June 2003 as an integration and coordination mechanism for training activities, including policy, strategies, programmes and evaluations, initiated or led by the Department of Peacekeeping Operations. The Training Advisory Group also serves as an advisory body to the Under-Secretary-General and the Senior Management Team on training issues and may provide recommendations to the Senior Management Team on training activities to meet departmental requirements. It also provides a forum for the exchange of best practices and the development of training material.

15. The Training Advisory Group is chaired by the Director of Change Management and is composed of representatives from the Training and Evaluation Service of the Military Division, the Training Unit of the Civilian Police Division, the Civilian Training Section of the Office of Mission Support, the Executive Office and the Peacekeeping Best Practices Unit of the Office of the Under-Secretary-General, the Office of Operations and the Mine Action Service, all of the Department of Peacekeeping Operations.

16. The establishment of Integrated Mission Training Centres,¹ Mission Training Cells and training focal points extends the coordination and integration mechanism on training issues to the United Nations peacekeeping missions.

C. Application of the policy

17. The following principles will guide the application of the training policy:

(a) Training and development will be linked to the strategic priorities and core business activities of the Department and will support the implementation of those activities;

(b) Training and development activities will be sustainable and result in the increased capacity of the Department to undertake its mandated responsibilities and functions;

(c) Training and development activities will be directed at enhancing the capacity of Member States to participate in current and future peacekeeping operations;

(d) The Department, as a learning body, will identify and implement best practices in all aspects of its operations;

(e) Training opportunities will be made available as equitably as possible to all categories of personnel, while taking into consideration Departmental priorities;

(f) Training programmes and activities will be developed in close cooperation and coordination between Headquarters and field missions and other relevant United Nations departments, agencies and stakeholders;

(g) All training activities will be evaluated for their contribution to meeting the objectives and priorities of the Department.

D. Implementation

Training and Evaluation Service, Military Division

18. The Military Division ensures that the most appropriate military capability available is deployed in support of United Nations operational objectives in peacekeeping operations. Within the Division, the role of the Training and Evaluation Service in support of that function is to optimize peace operations training and evaluation for Member States and missions, in partnership with the United Nations system. It achieves this by a sharing and fusion of knowledge from Member States, regional organizations, peacekeeping training institutions and United Nations entities to develop and specify standardized training modules for the training of troops and police, as well as United Nations staff at Headquarters and in field missions. Special attention is given to the varied training requirements of contingents, United Nations military observer team leaders, mission headquarters staff and staff of the Integrated Mission Training Centre. The Service also manages funding and supports the delivery of training of police according to the priorities set by the Civilian Police Division. It coordinates with the Civilian Police Division and the Civilian Training Section in developing programmes, syllabuses and modules for common and integrated training.

Training in the Civilian Police Division

19. The Civilian Police Division is responsible for the development of training for police officers from Member States and for local police officers in peacekeeping missions. The Division conducts training in Member States and coordinates training efforts in peacekeeping missions with support, including administrative support, from the Training and Evaluation Service. Funding for police training activities are included as separate line items in the budget submitted for the Service. The Division

pursues integration and coordination of training with both the Training and Evaluation Service and the Civilian Training Section through joint training on common activities.

Civilian Training Section, Office of Mission Support

20. The role of the Civilian Training Section is to manage and coordinate the provision of training and career development activities to civilian staff in field missions. Activities managed and coordinated by the Section include induction and orientation training, generic training, specialist training, leadership and management training and training exercises. Where appropriate, training activities are undertaken in coordination with the Training Evaluation Service, the Civilian Police Division and the Office of Human Resources Management, ensuring that civilian training is effectively integrated with training delivered to the military and civilian police components of field missions.

Executive Office, headquarters of the Department of Peacekeeping Operations

21. The role of the Executive Office of the Department of Peacekeeping Operations is to coordinate the provision of training for Headquarters staff. This is undertaken in consultation with the Office of Human Resources Management, which has the primary responsibility for the training of Headquarters-based staff. Training may include, but not be limited to, induction training, leadership and management training, as well as professional and technical development. The Executive Office also coordinates with the Civilian Training Section regarding activities aimed at developing key capacities and skills for mission service both at Headquarters and in the field.

E. Evaluation

22. The Department's training policy and its implementation will be reviewed after two years and modified, as appropriate. Training programmes will be subject to ongoing review and evaluation. Guidelines, standardized courses and training modules will undergo annual reviews. The aim of the evaluations and reviews will be to ensure that the policy and implementation activities continue to meet the current and anticipated needs of the Department and to measure, to the extent possible, the impact of training on the achievement of the Department's objectives. The evaluations will also assist with the institutionalization of best practices and lessons learned.

23. Each training activity will be evaluated for its contribution to the performance of the Department and field missions. The monitoring and evaluation system is based on a modification of the "Kirkpatrick model", which is outlined below (see paras. 27-41 below).

F. Recording

24. Records of training activities, participants (staff members, groups, units and institutions) and evaluations are maintained by the Training and Evaluation Service, the Civilian Police Division and the Civilian Training Section. The tracking systems will be enhanced and used more systematically to achieve economy of effort. They

will be benchmarked against standards and requirements for positions at different levels to facilitate progressive training for individuals and groups, identify and employ the best qualified personnel for specific jobs and link training to career development.

G. Funding

25. Training activities for military, civilian police and civilian staff in the field are funded from approved resources in the respective mission budgets and in the peacekeeping support account. Training assistance provided to Member States (military and civilian police training activities) is funded through the peacekeeping support account allocated to the Training and Evaluation Service. Training for civilian staff at Headquarters is funded partly from the support account and partly through funds allocated from centrally managed training funds provided to the Office of Human Resources Management through the regular budget.

26. The funding of staff development activities is based on the training and development plans that accompany respective budget submissions, which are based on the guidelines and overall priorities of the Department of Peacekeeping Operations, as well as on mission-specific needs. For field staff, locally initiated activities are funded from mission budgets. In addition, mission budgets contribute to the participation of staff members in centrally organized activities. Headquarters initiated activities for field staff, including the travel of Headquarters-based facilitators to missions, are normally funded from the support account.

III. Training monitoring and evaluation systems

27. The monitoring and evaluation system to evaluate the results of training is based on a modification of the Kirkpatrick model. Using the model, evaluation is dealt with comprehensively on five ascending levels. Level 1 (reaction) seeks the immediate reactions of participants to the training. Level 2 (learning) questions what the individual learned at the conclusion of training. Level 3 (behaviour) analyses how the participant is affected by the training on return to the workplace. Level 4 (result) examines how the mission benefited from the training. Level 5 (return on investment) analyses accomplishments in achieving the objectives of the Department. While work is proceeding in all areas of the Department's work, establishing a framework and methodology for the evaluation of training is labour-intensive. More work remains to be done.

A. Military and civilian police

Systems approach to evaluation

28. The Training and Evaluation Service employs a systems approach to training and evaluation, which sets out a cycle for training with stages of development, delivery, evaluation and review. In a programme of continuous activities, these stages are in operation concurrently, and evaluations are designed to be undertaken at all stages and for all training activities. The evaluation activities conducted thus far have been focused on the development and delivery of training; their

effectiveness in the field will be reviewed progressively starting in 2004. This limitation is currently being overcome by directing the efforts of the expanded Training and Evaluation Service to achieve three major initiatives: the standardized training module project, the integrated mission training centre project and the introduction of the Kirkpatrick model for the evaluation of training.

29. Implementation of the comprehensive evaluation and monitoring system for military peacekeeping training in field missions and in those Member States and regional organizations delivering United Nations-recognized courses is facilitated by the introduction of the Standardized Training Modules and Integrated Mission Training Centres. The Standardized Training Modules provide the common baseline for evaluation while the Integrated Mission Training Centres provide the means to monitor the workplace to evaluate the results of training.

1. Standardized training module project

30. The aim of the standardized training module project is to develop standardized training modules for recognized United Nations peacekeeping training by Member States, regional organizations and the United Nations. The project itself provides an extensive methodology for evaluation. Each module includes criteria for evaluating the courses and the evaluation information is used to further develop the module. Furthermore, standardized training provides a baseline for monitoring the results of peacekeeping training in specific field missions.

31. The project is being carried out in three parts. The first part, for training in generic topics for all United Nations peacekeepers, has been completed and distributed to Member States in CD-ROM format. Topics included: United Nations peacekeeping operations, the legal framework, the code of conduct, gender and peacekeeping, human rights, humanitarian assistance, landmine awareness, health and medical issues and personal security awareness. The second part deals with specialized training, including training for United Nations military and civilian police observers and monitors, staff officers, former military and civilian police units and civilian police officers, as well as technical training, such as logistical support, disarmament, demobilization and reintegration and mentoring. The third part, currently in development, will be for mission leaders and managers.

32. Standardized training modules are developed in close consultation with Member States. For example, standardized training module 1: Generic was developed with the participation of 75 Member States in regional seminars held in Africa, Asia Pacific, Europe and the Americas in 2002. The forum is an effective means for Member States to collectively examine the results of training in peacekeeping. After completion of the project, the Training and Evaluation Service and the Civilian Police Division propose to continue conducting seminars as part of the evaluation system.

33. The Training and Evaluation Service is consulting with the permanent missions of Member States on arrangements for a new initiative to formally recognize peacekeeping training delivered by Member States and regional organizations that incorporates United Nations standard training modules. United Nations recognition of courses given by Member States will facilitate the rapid adoption of United Nations standardized training materials. It will also enable the Training and Evaluation Service and the Civilian Police Division to access the spare training capacity of Member States in courses they deliver for students from

emerging troop- and police-contributing countries in Africa and elsewhere, thereby acting as a catalyst for those countries to accelerate their contribution to United Nations peacekeeping operations.

2. Integrated mission training centre project

34. In 2000, the Training and Evaluation Service initiated a mission training cell project to provide training for military personnel in missions. Since the inception of the project, mission training cells have been established in 10 United Nations peacekeeping operations: the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Mission in Ethiopia and Eritrea (UNMEE), the United Nations Observer Mission in Georgia (UNOMIG), the United Nations Military Observer Group in India and Pakistan (UNMOGIP), the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Mission in Liberia (UNMIL), the United Nations Mission in Sierra Leone (UNAMSIL), the United Nations Mission of Support in East Timor (UNMISSET), and the United Nations Mission for the Referendum in Western Sahara (MINURSO). In 2002, the Civilian Training Section established a training focal point system to provide training for civilian personnel in missions. As of 2003, every mission has an identified focal point, and training units are planned for or exist in larger missions, such as the United Nations Assistance Mission in Afghanistan (UNAMA), the United Nations Interim Administration Mission in Kosovo (UNMIK) and UNMEE. The Civilian Police Division has induction training centres in the missions with a larger civilian police component, including UNMIK, UNMIL and UNMISSET, and induction training focal points in missions with a smaller police component. The role of the chief of the mission training cell and the chief of the police training centre includes advice to the troop-contributing and police-contributing countries on the preparation and refinement of pre-deployment training to meet evolving peacekeeping and mission-specific needs.

35. Building on this experience, and in order to address the increasing complexity of the mandates of peacekeeping operations and the greater integration required of military, civilian police and civilian personnel, the Department of Peacekeeping Operations is working on a project to implement the concept of integrated mission training centres. The aim of the project is to provide peacekeeping missions in the field with an integrated team of military, civilian police and civilian trainers for the training and evaluation of mission personnel. The centres will provide the mandatory induction training for all mission personnel, ongoing cross-cutting training programmes, supplementary and rotation training and associated evaluations throughout the lifecycle of a mission. Depending on the mandate of the mission, this team may include military, civilian police and/or civilian training elements. Each element will retain responsibility for the specific training needs of the respective personnel group and will appoint and train its own personnel, while ensuring an integrated approach in sharing training resources and facilities and promoting greater linkages between the different mission components. Missions with regional offices/sectors may require dedicated training resources.

36. The integrated mission training centres will provide the Training and Evaluation Service, Civilian Police Division and the Civilian Training Section with evaluation reports on training activities, lessons learned and proposed adjustments to training programmes, reflecting the experience in the mission. Based on the reports,

each component will undertake an annual review of training policies, guidelines, standard courses and training modules. The Department will establish a formal reporting mechanism on the centres to monitor the impact of training and to document, in coordination with the Peacekeeping Best Practices Unit, lessons learned.

37. The Department will establish integrated mission training centres in all future missions, beginning with the United Nations Operation in Côte d'Ivoire (UNOCI). It is also intends to establish centres in the existing missions, the United Nations Disengagement Observer Force (UNDOF) and the United Nations Truce Supervision Organization (UNTSO), which do not as yet have mission training cells. The centres will need to be adequately staffed with all mission components in order to perform these functions with a high degree of quality, efficiency and effectiveness, which ultimately results in the successful accomplishment of mission mandates.

3. Evaluation of military and civilian police training

38. Level 1 and 2 evaluations are being conducted for all training programmes of the Training and Evaluation Service and the Civilian Police Division and will be required for Member States delivering United Nations-recognized training, where participants will be funded by the Training and Evaluation Service. Evaluation information from recognized training delivered by peacekeeping training organizations is essential for improving the quality of training material and the timely design of remedial training. Shortly after training, integrated mission training centres will conduct level 3 evaluations for all trained personnel who deploy to missions shortly after training. Methodologies include questionnaires, interviews and observations involving the workplace, including the involvement of peers superiors and subordinates. The centres will also assist level 4 evaluations by collecting routine organizational data on discipline, gender sensitivity, cultural awareness, health, safety and security. Additional analysis of accomplishments in achieving Departmental objectives will be conducted through the results-based management process.

39. Evaluation methodologies for levels 1 and 2 have been developed and field-tested in courses conducted by the Training and Evaluation Service in 2003. Results of these tests are available on the Service's web site. Questionnaires for levels 3 and 4 are currently under development and will be completed and field tested by the end of 2004. The methodology and monitoring system for evaluating military and civilian police peacekeeping training by the Department will therefore be in place and tested for routine operation on an annual basis using results-based management (level 5) for the 2004-2005 budget period. Further work needs to be undertaken to fully develop this framework in the context of the performance of civilian police officers in the field.

B. Civilian personnel

40. The Civilian Training Section is developing a training evaluation standard operating procedure for the Department based on the Kirkpatrick model, with some modifications. The procedure will be finalized and issued by the end of 2004, after which a roll-out and evaluation period will be necessary. Currently, all civilian training activities initiated by the Department are evaluated at level 1 (reaction) and,

in some cases, level 2 (learning). As yet, none have been assessed at levels 3 (behaviour) or 4 (result).

41. While application of the Kirkpatrick model is suited to formal courses and workshops, it is more difficult to apply fully to on-the-job training, distance learning and participation in professional workshops and conferences. More work is therefore required to integrate the assessment of these training activities into the evaluation procedures. It is expected that the Department's civilian training evaluation system will take 12 to 18 months to be fully adopted and applied.

IV. Conclusion

42. A solid foundation has been laid for the Department's training policy, including monitoring and evaluation mechanisms. It reflects the Department's commitment to integration and to a substantive, tailored and targeted approach to training that responds to operational demands, is linked to the standards required for deployment to perform specific functions and supports the career development of peacekeeping personnel. With the benefit of advice from Member States on the policy, and building on the successful initiatives currently under way, integrated training strategies and training programmes will be developed to achieve the objectives of the policy.

Notes

¹ The terms of reference and the structure of the Integrated Mission Training Centre are in development.

**General Assembly**

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Fifty-eighth session

Agenda item 73

General and complete disarmament**Letter dated 1 April 2004 from the Permanent Representative of Tajikistan to the United Nations addressed to the Secretary-General**

I have the honour to inform you that the last of Tajikistan's stocks of anti-personnel mines, numbering 200 items, was destroyed on 31 March 2004 at the Lyaur military testing ground in a suburb of Dushanbe, the capital of the Republic of Tajikistan. This act was witnessed by officials of the Republic of Tajikistan and representatives of diplomatic missions of foreign States and international organizations accredited to the Republic of Tajikistan, non-governmental organizations, and national and foreign mass media.

In accordance with article 4 of the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction, the Republic of Tajikistan, prior to 1 April 2004, undertook the obligation to destroy all its stocks of anti-personnel mines, which numbered 3,399 items. Accordingly, on 31 March 2004, the Republic of Tajikistan carried out one of its main obligations under the aforementioned international instrument.

In the work of achieving the objectives of the Ottawa Convention, the Government of the Republic of Tajikistan continues to attach importance to international cooperation, first and foremost within the framework of the United Nations and the Organization for Security and Cooperation in Europe (OSCE). For example, on 20 June 2003, an agreement was signed between the Government of the Republic of Tajikistan and the United Nations Development Programme (UNDP) on implementation of the project "Support for the efforts of the Republic of Tajikistan to overcome landmine problems". In implementing this agreement, the Government of Tajikistan established the Tajik Centre on Questions relating to Landmines, whose activities are carried out with the support of the Government of the United Kingdom.

At the invitation of the Government the Republic of Tajikistan, the Swiss Demining Foundation (SDF) opened an office in Dushanbe in the middle of 2003. Two investigative groups made up of servicemen from the engineering troops of the Ministry of Defence of the Republic of Tajikistan are carrying out activities with the Foundation's assistance. Their activities in surveying and demining the areas that



had been mined during the civil conflict (1992-1997) are conducted with the financial support of the Government of Japan.

The contribution by the OSCE Centre in Dushanbe has been significant in mobilizing funds from donor States in order to carry out demining projects in Tajikistan.

With the support of the United Nations Development Programme and the Geneva International Centre for Humanitarian Demining (GICHD), the Government of the Republic of Tajikistan has organized the holding of the Conference "Progress towards Achieving the Objectives of the Ottawa Convention in Central Asia", which will be held in Dushanbe on 15 and 16 April 2004. It is expected that high-level delegates from the States of Central Asia, China and Afghanistan, donor States and international organizations will participate in it. The Conference is timed to occur before the First Review Conference of the Ottawa Convention, which will take place from 29 November to 3 December 2004 in Nairobi.

I should be very grateful if you would have this letter circulated as a document of the fifty-eighth session of the General Assembly under agenda item 73 (p), "General and complete disarmament: implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction".

(Signed) **Rashid Alimov**
Ambassador



**General Assembly
Security Council**

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**General Assembly
Fifty-eighth session**
Agenda items 28 and 40 (f)

**Security Council
Fifty-ninth year**

**The situation in Afghanistan and its implications for
international peace and security**

**Strengthening of the coordination of humanitarian and
disaster relief assistance of the United Nations, including
special economic assistance: emergency international
assistance for peace, normalcy and reconstruction of
war-stricken Afghanistan**

**Letter dated 16 December 2003 from the Permanent
Representative of Liechtenstein to the United Nations addressed
to the Secretary-General**

I have the honour to transmit the report of an international meeting of experts on the theme of "Building security and state in Afghanistan — a critical assessment", held at the Woodrow Wilson School, Princeton University, from 17 to 19 October 2003, organized by the Liechtenstein Institute for Self-Determination (see annex).

I should be grateful if the present letter and its annex could be circulated as a document of the General Assembly, under agenda items 28 and 40 (f), and of the Security Council.

(Signed) Christian Wenaweser
Ambassador
Permanent Representative



Annex to the letter dated 16 December 2003 from the Permanent Representative of Liechtenstein to the United Nations addressed to the Secretary-General

Special seminar of the Liechtenstein Institute on Self-Determination at Princeton University

Building security and state in Afghanistan — a critical assessment

Woodrow Wilson School, Princeton University, 17-19 October 2003

Chair's summary

Introduction

A conference on "Building Security and the State in Afghanistan – A Critical Assessment" was held at the Woodrow Wilson School, Princeton University, on October 17- 19, 2003. At this conference, leading experts on Afghanistan and Afghan government officials presented their assessment of the current status of state-building and pressing security concerns in Afghanistan and the region (makes more sense to me like this). The meeting strictly followed Chatham House rules and statements in this summary are therefore not attributable to individual conference participants.

Summary

Participants agreed that in Afghanistan the needs for establishing security and building of state and society are urgent, closely interconnected, and that solutions have to be holistic. Underscoring the intertwined nature of security- and state-building, participants urged delivery of immediate and effective international financial assistance to both security and state-building endeavors. In particular, participants called on the international community to deliver the promised assistance and to devote greater resources now to building Afghanistan's policing and military capacity in order to be able to meet the needs for fair and free elections in June 2004, such as voter registration and civil education campaigns. Also, the seminar insisted that Afghanistan is a sovereign state, and the international community can only offer its assistance to Afghanistan becoming a fully viable member of the international community. It was underlined that in the end policy implementation has to be "by Afghans, for Afghans, and for Afghanistan."

The following summary outlines the major concerns of conference participants.

SECURITY

General Security

Summary: Although much has been done to improve the security and stability of Afghanistan, Afghans continue to stress security as their chief concern. Participants agreed that warlords/ regional commanders are now potentially a greater threat due to the diffusion of non-democratic power. Participants highlighted that while greater Provincial Reconstruction Team (PRT) activity is needed and welcomed, PRTs possess limited ability to provide security in the short term.

- *Different types of PRTs for different needs:* One size does not fit all in PRT planning, as different regions of Afghanistan present distinct needs, as seen in the German concept of PRTs. Some also pointed out that the

concept behind PRTs goes beyond the mere presence of soldiers providing security and also entails assistance to building civil society and government institutions.

- *Coordination mechanism needed among different security structures:* Several participants stressed that some coordination mechanism should be established to increase cooperation among the different security mechanisms (an expanded ISAF, DDR, and PRTs) and respective Afghan institutions. The Afghan National Security Council (NSC), which the G8 strategy recognizes as the focal point for all security sector reform activities, should provide such a mechanism.
- *Continued training of civil servants needed:* Some participants stressed that training of diplomatic personnel and civil servants must continue since it is essential to building capacity, security, and cooperation.
- *De-warlordizing regional commanders:* Some participants suggested that security forces should focus on "dewarlordizing" the warlords/regional commanders. In this process, the security forces should differentiate between warlords and power-holders with a legitimate popular power-base, and support the latter against the former.
- *Increased security concerns in southeastern Afghanistan:* Participants discussed the security situation in the southeastern areas of Afghanistan and the increased dangers faced by NGOs working in this region at length. While NGOs recognize that they are working in an insecure environment, the Afghan government and international community recognize that the work the NGOs do in these areas and the programs they deliver are essential to provide some measure of social welfare and a positive presence of the central government and international community, thereby providing hope for livelihood alternatives that do not include working with the Taliban. However, several participants stressed that security in this region is likely to further deteriorate before it can be more effectively tackled by Afghan and international forces.

Disarmament, Demobilization, and Reintegration

Summary:

- *Reform of security institutions needed for successful DDR:* It is important to recognize the link between a successful DDR process and establishing and reforming the security institutions.
- *Reintegration most important part of DDR:* Great recognition is needed of the fact that the reintegration part of DDR is the most important, because successful disarmament and demobilization cannot be achieved in its absence. The DDR focus should therefore be on reintegration programs.
- *Reintegration should also consider providing options for regional commanders:* When not fighting, many regional commanders find their troops a burden rather than an asset. If mechanisms could be found to integrate regional commanders into the economy, then they could better provide jobs for their supporters.
- *DDR also needed for Kabul:* The DDR process also needs to focus on Kabul. The Bonn Agreements called for disarming militia groups in Kabul right away – yet this has still not taken place, with many militia groups still present in the capital, including militia groups loyal to prominent members of the current government.

Drug Production and Trafficking

Summary: Efforts to control drug trafficking need to be prioritized, as poppy production has the potential to impede the establishment of political stability in Afghanistan. Solutions to this problem lie in building a stronger

Afghan state and economy, addressing the international demand side, and creating a regional mechanism/apparatus to create oversight.

- *Need to create economic alternatives to poppy cultivation:* Afghanistan's opium production is a function of a poor economy in addition to demand dynamics. Creating viable economic alternatives to poppy production is an important component of eliminating drug production.
- *Establish a regional anti-narcotics coordination office:* Some participants suggested that a regional coordination office for anti-narcotic programs should be established. Current programming lacks funds to effectively combat large-scale drug trafficking.
- *Raise awareness of consequences of drug use within Afghanistan:* It is important to publicize the effect of increasing drug use on Afghans and use this understanding to build a public movement against drugs within the country.
- *Multilateral effort needed to tackle narco-mafia:* A number of participants remarked that a concerted multilateral effort is required to tackle the growing, mutually reinforcing relationship between the "narco-mafia" and existing terrorist networks. This cannot be solved by a single country - a sustained effort involving key governments is desirable.

Border Controls

Summary: Participants agreed that a mechanism to coordinate regional border control efforts among Afghanistan and its neighbors is needed. The Islamic Republic of Iran recently developed 25 border centers with well-paid counter-narcotic police to control the drug trade, which might serve as an example.

- *Increased efforts needed to resolve Afghanistan-Pakistan border issues:* While several participants pointed out that signs of increasing cooperation with Pakistan on border security are emerging, in particular through the Tripartite Commission, some felt that more needs to be done. The main concerns focus on Al-Qaida and Taliban operatives crossing the highly porous border.

Civil Service and Police Reform

Summary: It was agreed that the civil service salary structure must be reformed. A liveable salary must be paid in a timely fashion to the police and civilian administrators. Avoiding corruption, the delivery of basic services, and security hinge on appropriate incentives provided for competent administration. General reform of civil service, which has started, should be strengthened and supported by the international community. A competent civil service is fundamental to a stable and independent Afghanistan.

- *Establish a public administration academy:* Some participants suggested establishing a public administration academy to provide basic training to civil servants of all levels, particularly for fiscal administration capacity with incentives and merit-based exams.
- *Provide basic services in all districts:* The administration must provide, and be seen to provide, basic services in the districts. Basic infrastructure must be provided quickly with communications and technological support in order for the government to be able to communicate to the local levels effectively.

- *Improve revenue collection efforts:* In order to guarantee liveable and regular salaries, a consistent revenue base must be established. There is revenue available, especially in border trade, and this revenue should be secured.
- *Increase police training centers:* Police training centers in PRTs are an important development and need to be expedited. Germany is willing to provide the necessary funds immediately for provincial training centers to start. In general, more funds are needed now to accelerate training of police and civil servants. The more police officials are trained now, the quicker the Afghans can take control of policing and managing governance and administration of their country.

STATE-BUILDING

Framework of Government and Drafting the Constitution

Summary: Ethnic participation in the future framework, guaranteed by the constitution, must be diverse. A new image of Afghan politics must be fostered to emerge with significant Pashtun and non-Pashtun involvement. Some participants suggested that a proportional representation system is the best way to achieve this goal.

- *Dangers of a strong presidential system:* Several participants suggested that Afghanistan needs consociational democracy: a system with a set of institutional devices designed to ensure the sharing of power among different social groups (such as proportionality, grand coalition, mutual veto), as well as deliberative and participatory politics. They argued that a centralized presidential system does not take historical realities into account and is a recipe for long-term instability.
- *Some tensions between increasing stability and democracy:* Stability and democracy sometimes work against each other. There needs to be a clearer policy in Afghanistan and by donors that reflects the challenges that Afghans face in doing both. This tension must be reflected and provided for in the Constitution.
- *Expedite ministerial consolidation:* The planned ministerial consolidation should be expedited. There are several ministries that are performing the same functions and are operating without a clear mandate or work program. The creation of a Ministry of Economy is essential and needed immediately.
- *Develop post-Bonn agenda:* Some participants suggested that a new framework for international cooperation and government structure is needed, perhaps through another Bonn-type process. The participants recommended that the new framework have a formal process to ensure transparency, provide better information to the people, and promote consultation with the public. An international conference should be organized to develop a post-Bonn agenda for the next five years. Such planning should ensure that ISAF expansion is harmonized with the political agenda outlined in Bonn. Immediate establishment of an achievable calendar for coordinating security benchmarks with the reconstruction efforts (Bonn with Tokyo) is encouraged.

Election Process and Timetable

Summary: Concerns regarding the ramifications of postponement of any elections, need to be worked out with the Afghan government and international partners. In doing so, the risks of failure to meet election expectations and the political benchmarks set out in Bonn need to be weighed against factors of security, political developments that may prohibit a free and fair process, and the ramifications of an election that is unfair and/or does not yield the desired outcomes.

- *Ensuring that benchmarks for free and fair June 2004 elections are met:* Several participants expressed concern that the benchmarks set out in the SG report of July 2003, which need to be fulfilled so the free and fair elections can be held are in danger of not being met.
- *June elections might reinforce current power constellations:* Some participants expressed concern that the June 2004 timeline does not allow enough time to ensure diversity among political players and participation of marginalized groups such as women and certain ethnicities. The new political parties' law needs time and support to be implemented. Many Afghans currently understand political parties as synonymous with warlordism. If new political elements do not develop, the current power base will likely win, thereby reinforcing current power constellations.
- *Postponing elections might lead to public disenchantment with the process:* Other participants argued that ordinary Afghans are expecting elections, and postponement will lead to further loss of trust in the current government. In addition, these participants emphasized that the upcoming election is merely one of many future elections, and the process is expected to improve over time.
- *Enhanced public information efforts needed on the electoral process:* A more robust public information campaign is needed to increase understanding of democracy and the electoral process, as well as to emphasize that the international community is here to support the peace process.
- *Role of different security forces during elections needs clarification:* The role of various security forces during preparation and holding of elections needs to be clarified to preclude corruption in the process.
- *Urgent financing of elections preparation needed:* Adequate financing of elections preparation is also urgent. Elections are scheduled for June 2004, but the financing shortfall in programs such as voter registration is nearly 80 percent as of October 2003. If the international community is really committed to having anything close to free and fair elections in Afghanistan, they need to immediately fund these programs.

Economy

Summary: Effective reconstruction of Afghanistan requires a more coherent economic plan and a change in the business environment. A poor business climate combined with governance problems has prevented foreign investment, even by those inclined to invest.

- *Devise an economic development plan:* A comprehensive plan for economic development must be developed. Some participants suggested that a Ministry of the Economy/Commerce is needed to guide and implement this process.
- *Focus on improving business environment:* Since investment is a key component to development, some participants suggested that the government must prioritize promotion of a favorable business climate. The focus should be on better infrastructure, intellectual property security, and controls on corruption and red tape. Moreover, the government should take steps to limit government control of the economy.
- *Better utilization of private sector, also as a means for attracting diaspora:* International organizations must make better use of the private sector as a development engine. This approach could also be used to attract great participation by the Afghan diaspora.
- *Monitor possible unequal development:* Some participants cautioned that bringing in international markets could create uneven development and distribution problems, and this situation would need to be monitored carefully.

- *Strengthen psychological reconstruction:* Others argued that psychological reconstruction should be strengthened through employment for people, addressing issues of income and standard of living, and stimulating the move to labor intensive economy.

Regional Interests and the International Community

Summary: Participants agreed on the need to keep the international community's attention focused on rebuilding Afghanistan, since much remains to be done.

- *Iraq detracting from Afghanistan?* Some participants expressed concern that Iraq has become the main concern in some capitals whose active involvement in crucial and that Afghanistan is in danger of falling off the radar. However, other participants suggested that not only are the two very different cases receiving different attention, but that in fact the US experience in Iraq has brought the attention back to Afghanistan.
- *Are Afghanistan's neighbors interested in a stable Afghanistan?* While a number of participants expressed concern about the influence of Afghanistan's neighboring countries, others suggested that a stable Afghanistan is in the interest of these neighbors. Yet others pointed out that this does not mean that these governments or elements within the countries are not doing things that have destabilizing effects.